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**RELATIONSHIP BETWEEN TRAINING AND DEVELOPMENT, PAY AND
BENEFITS, TRANSFORMATIONAL LEADERSHIP AND WORKPLACE
ENVIRONMENT WITH JOB SATISFACTION.**

By:

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UUM
Universiti Utara Malaysia

**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
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Master of Human Resource Management**



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ABSTRACT

Employee attitudes are very significant to management and organizations since they determine the behaviour of employees in an organization. It is believed that employees who are satisfied are usually more productive than employees who are dissatisfied towards their job. Satisfied employees are the creator of a pleasant atmosphere within organization. Therefore, job satisfaction has been the topic of many studies. The purpose of this study is to examine whether all factors related to the employees' perceptions give impact towards job satisfaction in public sector in Malaysia.

Based on the analysis it was found that transformational leadership and workplace environment have significant contribution to compliance with job satisfaction. Hierarchically, these two factors are found to be among the strongest predictor variables to compliance with job satisfaction in public sectors. Recommendations and implications for future research and practice were also discussed.

ABSTRAK

Sikap pekerja adalah sangat penting kepada pihak pengurusan dan organisasi kerana mereka adalah penentu tingkah laku pekerja dalam sesebuah organisasi. Adalah dipercayai bahawa pekerja yang berpuas hati biasanya lebih produktif daripada pekerja yang tidak berpuas hati terhadap pekerjaan mereka. Pekerja yang berpuas hati adalah pencipta suasana yang menyenangkan di dalam organisasi. Oleh itu, kepuasan kerja telah menjadi topik dalam banyak kajian sebelum ini. Tujuan kajian ini adalah untuk mengkaji sama ada semua faktor yang berkaitan dengan persepsi pekerja memberi kesan terhadap kepuasan kerja dalam sektor awam di Malaysia.

Berdasarkan analisis yang telah diperoleh, kepimpinan transformasi dan persekitaran tempat kerja mempunyai sumbangan yang besar terhadap kepuasan kerja. Secara dasarnya, kedua-dua faktor ini didapati merupakan antara pemboleh ubah peramal yang kuat kepada kepuasan kerja dalam sektor awam. Cadangan dan implikasi kepada penyelidikan masa hadapan juga telah dibincangkan.

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Fadila Diana binti Zolkafli

20th June 2017

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CHAPTER 1

INTRODUCTION

1.1 Background of Study

Job satisfaction is a psychological, behavioural and occupational response by employees' towards fulfilment at their job. Indeed, it is an exhibition and expression of an employee regarding to a particular segment of the work like reward, authority or colleagues, which can be associated with particular outcomes. Malaysia economic system is heavily dominated by public sector organizations. Mostly, the nature of organizational structures is Mechanistic; hence, culture in public sector organization has a strong impact on the employee behaviour, which are translated into organizational productivity and job satisfaction. Therefore, the basic purpose of this paper is to find out and analyse the determinants of job satisfaction prevailing in public sectors' employees.

Since the emergence of job satisfaction, a large number of studies have been conducted to determine the factor that plays a crucial role in employee's job satisfaction. The determinants of job satisfaction have also drawn great amount of attentions from research scholars (Armstrong, 2006; Green, 2002; Clark & Oswald, 1996). The researchers came up with different factor pertaining to the job satisfaction of employees. Hence, from that time, the subject of employee satisfaction has been the major focus of studies by researchers. It is no more surprising that today, most of the research journal on management contains at least one study that pertains to job satisfaction (James Abugre & Shagufta Sarwar,

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APPENDIXES



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APPENDIX 1



A STUDY OF RELATIONSHIP BETWEEN TRAINING AND DEVELOPMENT, PAY AND BENEFITS, TRANSFORMATIONAL LEADERSHIP AND WORKPLACE ENVIRONMENT WITH JOB SATISFACTION.

Dear Mr. /Mrs. /Ms.

Congratulation, you are selected to complete this questionnaire. My name is **Fadila Diana binti Zolkafli**. I am currently conducting a study to investigate 'The Relationship between Training and Development, Pay and Benefits, Transformational Leadership and, Workplace Environment with Job Satisfaction' among the public sectors' employees under the supervision of Dr. Md. Lazim bin Mohd Zin. I am very grateful if you could kindly allocate your time around 5-10 minutes to answer this questionnaire. This study is very important to me as a partial requirement for my postgraduate study. Please take your time and answer all the questions sincerely and accordingly. Your response will be kept strictly confidential and be used solely for the academic purpose. For more information, you can contact me at this number **017-569 5319**.

Your cooperation is highly appreciated. Thank you.

KAJIAN HUBUNGAN ANTARA LATIHAN DAN PEMBANGUNAN, GAJI DAN FAEDAH, KEPIMPINAN TRANSFORMASI DAN PERSEKITARAN KERJA DENGAN KEPUASAN KERJA.

Tuan/Puan/Encik/Cik,

*Tahniah, anda terpilih untuk melengkapi soal selidik ini. Nama saya **Fadila Diana binti Zolkafli**. Saya kini menjalankan kajian untuk menyiasat '**Hubungan antara Latihan dan Pembangunan, Gaji dan Faedah, Kepimpinan Transformasi dan, Persekitaran Tempat Kerja dengan Kepuasan Kerja**' di kalangan pekerja sektor awam di bawah seliaan Dr. Md. Lazim bin Mohd Zin. Saya amat berterima kasih sekiranya anda dapat memperuntukkan masa anda sekitar 5-10 minit untuk menjawab soal selidik ini. Kajian ini adalah sangat penting kepada saya sebagai keperluan separa untuk pengajian pascasiswazah saya. Sila luangkan masa anda dan menjawab semua soalan dengan ikhlas dan dengan sewajarnya. Jawapan anda akan dirahsiakan dan digunakan semata-mata untuk tujuan akademik. Untuk maklumat lanjut, anda boleh menghubungi saya di nombor ini **017-569 5319**..*

INSTRUCTION: This questionnaire comprises in six (6) sections. Please answer all the sections faithfully and all the questions given have **NO WRONG or RIGHT ANSWER**. Tick [\surd] in the box given

ARAHAN: Soal selidik ini mempunyai enam (6) bahagian. Sila jawab semua bahagian dengan jujur dan semua soalan yang diberi **TIDAK MEMPUNYAI JAWAPAN YANG SALAH atau BETUL**. Tandakan [\surd] di dalam kotak yang disediakan.

SECTION A: RESPONDENT PROFILE
BAHAGIAN A: PROFIL RESPONDENT

A1. Gender (*Jantina*)

[] Male (*Lelaki*)

[] Female (*Perempuan*)

A2. Age (*Umur*)

[] < 20

[] 41 – 50

[] 21 – 30

[] > 51

[] 31 – 40

A3. Race (*Bangsa*)

[] Malay (*Melayu*)

[] Indian (*India*)

[] Chinese (*Cina*)

[] Others (*Lain-lain*): _____

A4. Marital status (*Status perkahwinan*)

[] Single (*Bujang*)

[] Divorced (*Bercerai*)

[] Married (*Berkahwin*)

[] Widowed (*Janda/Duda*)

A5. Educational level (*Taraf pendidikan*)

[] SPM

[] Masters (*Ijazah Sarjana*)

[] STPM / Diploma

[] PhD (*Doktor Falsafah*)

[] Bachelor degree (*Ijazah Sarjana Muda*)

A6. Years of employment (*Tahun bekerja*)

☐ < 2 years/*tahun*

☐ 6 – 10 years/*tahun*

☐ 3 – 5 years/*tahun*

☐ > 11 years/*tahun*

A7. Salary (*Gaji*)

☐ < RM 1000

☐ RM 3001 – RM 5000

☐ RM 1001 – RM 3000

☐ More than RM 5000

A8. Position category (*Kategori jawatan*)

☐ Support (*Sokongan*)

☐ Professional (*Kumpulan iktisas*)

☐ Semi-professional (*Separa iktisas*)

INSTRUCTION: The following statement is your opinion regarding factors affecting job satisfaction in your organization. Please circle an appropriate answer to indicate to what degree or disagree for each statements.

ARAHAN: Pernyataan di bawah mewakili pendapat anda tentang factor-faktor yang dapat mempengaruhi kepuasan kerja dalam organisasi anda. Sila bulatkan pilihan yang tepat bagi menyatakan tahap kesetujuan atau ketidaksetujuan anda bagi setiap pernyataan.

Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)
Amat Tidak Bersetuju (SD)	Tidak Bersetuju (D)	Neutral (N)	Bersetuju (A)	Amat Bersetuju (SA)

SECTION B: TRAINING AND DEVELOPMENT
BAHAGIAN B: LATIHAN DAN PEMBANGUNAN

NO	ITEMS	SD	D	N	A	SA
B1	Good opportunities for continuing education are available. (Terdapat peluang yang baik untuk melanjutkan lagi pelajaran)	1	2	3	4	5
B2	The necessary training is given to ensure job effectiveness. (Latihan tertentu diberikan untuk memastikan keberkesanan kerja)	1	2	3	4	5
B3	In-service / on-the-job training adequately overcome the skill gaps. (Latihan on-the-job secukupnya dapat mengatasi jurang kemahiran)	1	2	3	4	5
B4	Incompetent employees are identified and provided with the necessary support. (Pekerja yang kurang cekap dikenal pasti dan diberikan sokongan yang wajar)	1	2	3	4	5
B5	Leadership trainings are available. (Latihan kepimpinan disediakan)	1	2	3	4	5

SECTION C: PAY AND BENEFITS
BAHAGIAN C: GAJI DAN FAEDAH

NO	ITEMS	SD	D	N	A	SA
C1	I am satisfied with my current salary. (Saya berpuas hati dengan gaji semasa saya)	1	2	3	4	5
C2	I am satisfied with my overall level of pay. (Saya berpuas hati dengan tahap keseluruhan gaji saya)	1	2	3	4	5
C3	Size of my current salary is already satisfying (Saiz gaji semasa saya sudah cukup memuaskan)	1	2	3	4	5
C4	I am satisfied with my take-home pay. (Saya berpuas hati dengan gaji yang dibawa pulang oleh saya)	1	2	3	4	5
C5	My organization provide with a good benefit package. (Organisasi saya menyediakan pakej faedah yang baik)	1	2	3	4	5
C6	The value of my benefits is satisfying. (Nilai faedah yang diterima adalah memuaskan)	1	2	3	4	5

C7	I am satisfied with the amount the organization pay towards my benefits. (Saya berpuas hati dengan nilai yang dibayar organisasi terhadap faedah saya.)	1	2	3	4	5
C8	I received a good number of benefits from my organization. (Saya menerima bilangan faedah yang baik dari organisasi saya)	1	2	3	4	5

SECTION D: TRANSFORMATIONAL LEADERSHIP
BAHAGIAN D: KEPIMPINAN TRANSFORMASI

NO	ITEMS	SD	D	N	A	SA
D1	My supervisor discuss about important values, beliefs and missions regarding my work units. (Penyelia saya membincangkan tentang nilai-nilai penting, kepercayaan dan misi berkaitan unit kerja saya)	1	2	3	4	5
D2	My supervisor encourages me to make the most of real skills and capacities to the jobs. (Penyelia saya menggalakkan saya untuk menggunakan kemahiran sebenar dan kapasiti kepada pekerjaan)	1	2	3	4	5
D3	My supervisor challenges me to think about old problems. (Penyelia saya mencabar saya untuk berfikir tentang masalah-masalah lama)	1	2	3	4	5
D4	My supervisors challenges me to rethink something that I have never questioned before. (Penyelia saya mencabar saya untuk memikirkan sesuatu yang saya tidak pernah persoalkan sebelum ini)	1	2	3	4	5
D5	My supervisor gives me careful attention on working conditions. (Penyelia saya memberi perhatian yang teliti kepada keadaan bekerja saya)	1	2	3	4	5

SECTION E: WORKPLACE ENVIRONMENT
BAHAGIAN E: PERSEKITARAN TEMPAT KERJA

NO	ITEMS	SD SA	D	N	A
E1	My organization is dedicated to diversity and inclusiveness. (Organisasi saya menggalakkan kepelbagaian dan keterangkuman)	1	2	3	4 5
E2	I understand how my work impacts the organization's business goals. (Saya memahami bagaimana kerja saya dapat memberi kesan terhadap matlamat organisasi)	1	2	3	4 5
E3	I am satisfied with the culture of my workplace. (Saya berpuas hati dengan budaya tempat kerja saya)	1	2	3	4 5
E4	My organization operates in a socially responsible manner. (Organisasi saya beroperasi dengan cara yang bertanggungjawab secara social)	1	2	3	4 5
E5	My organization's work positively impacts people's lives. (Kerja-kerja organisasi saya dapat memberi kesan positif terhadap kehidupan manusia)	1	2	3	4 5
E6	My organization has a safe work environment. (Organisasi saya mempunyai persekitaran tempat kerja yang selamat)	1	2	3	4 5

SECTION F: JOB SATISFACTION
BAHAGIAN F: KEPUASAN KERJA

NO	ITEMS	SD	D	N	A	SA
F1	I feel positive and up most of the time I am working. (Saya berasa positif dan bertenaga semasa saya bekerja)	1	2	3	4	5
F2	I feel recognized and appreciated at work. (Saya berasa diiktiraf dan dihargai di tempat kerja)	1	2	3	4	5
F3	Work is a real plus in my life. (Kerja adalah nilai tambah yang sebenar dalam hidup saya)	1	2	3	4	5
F4	I am engaged in meaningful work. (Saya sedang terlibat dalam kerja yang bermakna)	1	2	3	4	5
F5	I feel free to do things the way I like at work. (Saya bebas melakukan sesuatu kerja dengan cara yang saya suka di tempat kerja)	1	2	3	4	5
F6	My values fit with the organizational values. (Nilai-nilai diri saya sepadan dengan nilai-nilai organisasi saya)	1	2	3	4	5
F7	I am aligned with the organizational mission. (Saya adalah selaras dengan misi organisasi saya)	1	2	3	4	5

Thank you for completing the questionnaire. I'm really appreciating your cooperation. *(Terima kasih kerana melengkapkan soal selidik ini. Kerjasama anda amat saya hargai)*

Comments (Komen):

APPENDIX 2

RESULTS FROM SPSS

1) FREQUENCY

Respondent Profile

Statistics

	Gender	Age	Race	Marital Status	Education Level	Years of Employment	Salary	Position Category
N Valid	147	147	147	147	147	147	147	147
Missing	0	0	0	0	0	0	0	0

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	34	23.1	23.1	23.1
Female	113	76.9	76.9	100.0
Total	147	100.0	100.0	

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 21 - 30	23	15.6	15.6	15.6
31 - 40	74	50.3	50.3	66.0
41 - 50	41	27.9	27.9	93.9
> 51	9	6.1	6.1	100.0
Total	147	100.0	100.0	

Race

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Malay	142	96.6	96.6	96.6
Chinese	5	3.4	3.4	100.0
Total	147	100.0	100.0	

Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Single	18	12.2	12.2	12.2
Married	122	83.0	83.0	95.2
Divorced	4	2.7	2.7	98.0
Widowed	3	2.0	2.0	100.0
Total	147	100.0	100.0	

Educational Level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SPM	39	26.5	26.5	26.5
STPM / Diploma	54	36.7	36.7	63.3
Bachelor Degree	43	29.3	29.3	92.5
Masters	7	4.8	4.8	97.3
PhD	4	2.7	2.7	100.0
Total	147	100.0	100.0	

Years of Employment

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid < 2 years	7	4.8	4.8	4.8
3 - 5 years	15	10.2	10.2	15.0
6 - 10 years	46	31.3	31.3	46.3
> 11 years	79	53.7	53.7	100.0
Total	147	100.0	100.0	

Salary

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid RM 1001 – RM 3000	80	54.4	54.4	54.4
RM 3001 – RM 5000	44	29.9	29.9	84.4
> RM 5000	23	15.6	15.6	100.0
Total	147	100.0	100.0	

Position Category				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Support	105	71.4	71.4	71.4
Semi-professional	7	4.8	4.8	76.2
Professional	35	23.8	23.8	100.0
Total	147	100.0	100.0	

2) Descriptive Statistics

Statistics						
		Training and Development	Pay and Benefits	Transformational Leadership	Workplace Environment	Job Satisfaction
N	Valid	147	147	147	147	147
	Missing	0	0	0	0	0
Mean		4.0082	3.4558	3.6531	3.7993	3.8134
Median		4.0000	3.5000	3.8000	3.8333	4.0000
Mode		4.00	4.00	4.00	4.00	4.00
Std. Deviation		.56466	.75721	.58676	.56230	.56888

Correlations

		Training and Development	Pay and Benefits	Transformational Leadership	Workplace Environment	Job Satisfaction
Training and Development	Pearson Correlation	1	.311**	.512**	.504**	.397**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	147	147	147	147	147
Pay and Benefits	Pearson Correlation	.311**	1	.316**	.311**	.301**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	147	147	147	147	147
Transformational Leadership	Pearson Correlation	.512**	.316**	1	.621**	.597**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	147	147	147	147	147
Workplace Environment	Pearson Correlation	.504**	.311**	.621**	1	.715**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	147	147	147	147	147
Job Satisfaction	Pearson Correlation	.397**	.301**	.597**	.715**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	147	147	147	147	147

** . Correlation is significant at the 0.01 level (2-tailed).

3) Reliability (Pilot Test)

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

i) Training and Development

Reliability Statistics

Cronbach's Alpha	N of Items
.726	5

ii) Pay and Benefits

Reliability Statistics

Cronbach's Alpha	N of Items
.914	8

iii) Transformational Leadership

Reliability Statistics

Cronbach's Alpha	N of Items
.917	5

iv) Workplace Environment

Reliability Statistics

Cronbach's Alpha	N of Items
.891	6

v) Job Satisfaction

Reliability Statistics

Cronbach's Alpha	N of Items
.913	7

4) Reliability (Actual Test)

Case Processing Summary

		N	%
Cases	Valid	147	100.0
	Excluded ^a	0	.0
	Total	147	100.0

a. Listwise deletion based on all variables in the procedure.

i) Training and Development

Reliability Statistics

Cronbach's Alpha	N of Items
.829	5

ii) Pay and Benefits

Reliability Statistics

Cronbach's Alpha	N of Items
.947	8

iii) Transformational Leadership

Reliability Statistics

Cronbach's Alpha	N of Items
.871	5

iv) Workplace Environment

Reliability Statistics

Cronbach's Alpha	N of Items
.889	6

v) Job Satisfaction

Reliability Statistics

Cronbach's Alpha	N of Items
.903	7

5) Regression

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Workplace Environment, Pay and Benefits, Training and Development, Transformational Leadership	.	Enter

a. All requested variables entered.

b. Dependent Variable: Job Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.743 ^a	.552	.540	.38602

a. Predictors: (Constant), Workplace Environment, Pay and Benefits, Training and Development, Transformational Leadership

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.090	4	6.523	43.773	.000 ^a
	Residual	21.159	142	.149		
	Total	47.249	146			

a. Predictors: (Constant), Workplace Environment, Pay and Benefits, Training and Development, Transformational Leadership

b. Dependent Variable: Job Satisfaction

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.762	.267		2.857	.005
Training and Development	-.030	.069	-.030	-.430	.668
Pay and Benefits	.044	.046	.058	.959	.339
Transformational Leadership	.240	.073	.248	3.280	.001
Workplace Environment	.564	.076	.558	7.432	.000

a. Dependent Variable: Job Satisfaction



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